

## DEPARTMENT OF BEACHES AND HARBORS STRATEGIC PLAN

### ORGANIZATIONAL GOALS

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#### GOAL 1. SERVICE EXCELLENCE:

Provide the public with easy access to quality information and services that are both beneficial and responsive.

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STRATEGY 1: BY DECEMBER 31, 2003, IMPLEMENT USER-FRIENDLY SERVICES.

Objective 1: By March 31, 2003, each department will identify all potential web-enabled services, and develop an action plan to make at least one new departmental service available on the Internet.

**Beaches and Harbors Objective 1A: By September 30, 2003, all Beaches and Harbors' potential web-enabled services will be identified and an online Internet interactive Right of Entry Permit application will be available for public use. (Lead: Administrative Services Division (ASD). Support: Asset Management Division (AMD) with respect to the Right of Entry Permit application.)**

**Beaches and Harbors Objective 1B: By September 1, 2003, establish a Department committee to continually monitor applicability of and recommend improvements to the Department web site, with quarterly reports to the Director. (Lead: ASD. Support: All divisions.)**

Objective 2: By December 31, 2003, each department will implement user-friendly service delivery standards for all major programs.

**Beaches and Harbors Objective 2: By November 15, 2003, each division will identify 1 – 3 service delivery standards for their front-line major services to the public; by December 15, the Director will approve service delivery standards for each division; by January 1, 2004, each division**

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The County Strategic Plan is in regular type. The Department Strategic Plan includes as well specific elements related to the Department, identified in bold type.

**will effect the service delivery standards, reporting monthly to the Director on compliance with each standard. (Lead: All divisions.)**

Objective 3: By December 31, 2003, each department will continue existing or implement new programs for customer service training for their employees that include core, standardized components.

**Beaches and Harbors Objective 3: By October 31, 2003, identify frequency and major components of customer service training for each Department employee classification and constitute Department task force to develop procedures for responding to public inquiries, i.e., use of scripts that address common questions/issues. (Lead: ASD. Support: All divisions.)**

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**GOAL 2: WORKFORCE EXCELLENCE:**

Enhance the quality and productivity of the County workforce.

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**STRATEGY 1: BY DECEMBER 31, 2004, ESTABLISH AN EMPLOYEE DEVELOPMENT SYSTEM THAT IMPROVES THE QUALITY OF THE WORKFORCE BY LINKING TRAINING ACTIVITIES TO IDENTIFIED INDIVIDUAL AND ORGANIZATIONAL NEEDS.**

Objective 1: By October 31, 2003, complete an initial assessment of basic and specialized/technical training needs, establish training priorities, and begin implementation of Academy and other programs to meet the most critical needs.

**Beaches and Harbors Objective 1: By October 31 of each year, inventory all training needs identified in performance evaluations as first priority for training funding and all other training needs as second priority for funding. Provided funding is authorized in the Department's budget, schedule training according to priorities for the next fiscal year. (Lead: ASD. Support: All divisions.)**

Objective 2: By January 31, 2004, complete an evaluation of Academy and other programs to measure program effectiveness.

Objective 3: By December 31, 2004, begin implementation of each of the following enabling technologies to improve assessment, design and evaluation processes: 1) learning management systems, 2) web-based learning systems, and 3) web-based survey systems.

**Beaches and Harbors Objectives 2 and 3: Support the Department of Human Resources (DHR) as Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD.)**

**STRATEGY 2: BY JULY 31, 2004, BEGIN IMPLEMENTATION OF AN ONGOING PROCESS FOR CONTINUOUS IMPROVEMENT OF THE WORKPLACE ENVIRONMENT AND EMPLOYEE PERFORMANCE.**

Objective 1: By August 31, 2003, complete surveys to establish baseline data for employee well being and organizational commitment.

Objective 2: By December 31, 2003, analyze survey results and prioritize and select specific initiatives and programs to improve the work environment within available fiscal resources.

**Beaches and Harbors Objectives 1 and 2: By December 1, 2003, establish a Department committee to review/refine existing internal initiatives and programs and develop new ones that will enhance internal communications, productivity, team building, and employee morale. Efforts will include employee recognition programs, lunchtime opportunities, and evening activities, with quarterly reports to the Director on the committee's progress. (Lead: Community and Marketing Services Division (CMSD). Support: All divisions.)**

Objective 3: By July 31, 2004, begin implementation of initiatives and programs to improve the work environment.

**Beaches and Harbors Objective 3: Support DHR as the Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD. Support: CMSD.)**

**GOAL 3: ORGANIZATIONAL EFFECTIVENESS:**

Ensure that service delivery systems are efficient, effective, and goal-oriented.

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**STRATEGY 1: BY JUNE 30, 2004, IMPLEMENT A COUNTYWIDE FRAMEWORK FOR PERFORMANCE MEASUREMENT.**

Objective 1: By June 30, 2003, complete four performance measurement pilots with departments representative of the range of services provided by County departments.

Objective 2: By June 30, 2004, expand the countywide performance measurement framework to all departments incorporating lessons learned during the pilot.

**Beaches and Harbors Objective 2A:** By October 31, 2003, develop and submit to the Chief Administrative Office (CAO) Beaches and Harbors' Performance Counts! program measures. By July 1, 2004, develop and implement a Performance Counts! tracking system. (Lead: ASD. Support: All divisions.)

**Beaches and Harbors Objective 2B:** By January 31, 2004, develop and implement a consolidated monthly monitoring report for use by management in tracking compliance with: budget, performance evaluations, Board referrals/orders, strategic plan tasks, rent renegotiations, compliance with lessee and department related audit recommendations, compliance with service delivery standards, capital project status, position vacancies and exam status, etc. (Lead: ASD. Support: All divisions.)

**STRATEGY 2: BY DECEMBER 31, 2007, DESIGN AND IMPLEMENT COMMON SYSTEMS ARCHITECTURE FOR COUNTYWIDE ADMINISTRATIVE SYSTEMS.**

Objective 1: By March 31, 2003, determine the financial feasibility of implementing the Los Angeles County Administrative System (LACAS). If found feasible, obtain Board approval to initiate contract negotiations and finalize a contract for Board approval by June 30, 2003.

Objective 2: By December 31, 2005, complete implementation of Phase I of the LACAS project; by December 31, 2007, complete implementation of Phase II.

Or,

Objective 3: By September 30, 2003, if economic constraints prohibit full achievement of Objective 3.2.1 by June 30, 2003, develop a strategy for proceeding to develop new/replacement systems to meet countywide administrative system requirements within available funds to include: 1) prioritization of administrative systems needs, replacement plans, and sources of funding by a committee of chief deputies/departments heads; and 2) establishment of standards for administrative systems development or replacement to be adhered to by all County departments for applications they develop within their own agency.

**Beaches and Harbors Objectives 1, 2, and 3: Support the Auditor-Controller as Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD.)**

**STRATEGY 3: BY FEBRUARY 28, 2003, DEVELOP A PLAN TO CONVEY A SIMPLE MESSAGE THAT HIGHLIGHTS TO THE PUBLIC AND COUNTY EMPLOYEES THE POSITIVE IMPACT THE COUNTY IS HAVING.**

Objective 1: By February 28, 2003, develop a simple message that captures the essence of the new County mission.

**Beaches and Harbors Objective 1: By December 1, 2003, develop and proceed to implement a timeline for branding the County's new mission statement and the Department's new logo throughout the beaches and the Marina, including trash cans, parking kiosks, department communications, etc., with quarterly reports to the Director. (Lead: CMSD.)**

Objective 2: By February 28, 2003, develop a County employee outreach program with the following components: countywide recruitment and community fairs; departmental recruitment; employee orientation; County employee training.

Objective 3: By February 28, 2003, design and produce County Ambassador tool kits for distribution to each County employee; tool kits to consist of Ambassador lapel pins, pocket mini-brochure and laminated information cards.

Objective 4: By February 28, 2003, develop and implement a County Ambassador Intranet Website and Los Angeles County portal plan to enhance the use of the Intranet and Internet as tools to communicate with County employees about Board actions, current issues, policies and County services that employees must be informed about in order to function as County Ambassadors and community liaisons.

**Beaches and Harbors Objectives 2, 3, and 4: Support the Quality and Productivity Commission Chair as Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD. Support: CMSD.)**

Objective 5: By April 30, 2003, implement, on a pilot basis, a “County Channel” that will broadcast on cable television public information on County services and facilities, as well as major County issues, activities and events.

**Beaches and Harbors Objective 5A: By December 30, 2003, develop a Department communications strategy for Marina and beach redevelopment to be utilized by the public information officer and Department managers in presenting a uniform/informative message. (Lead: CMSD. Support: AMD.)**

**Beaches and Harbors Objective 5B: By March 1, 2004, develop and place at the Chace Park Community Building a physical model (with index) of the Marina including both current and proposed facilities. (Lead: Planning Division (PD). Support: AMD.)**

**STRATEGY 4:** BY JUNE 30, 2004, RECOMMEND OPTIONS FOR EFFECTIVE ALTERNATIVE SUPPORT SERVICES MODELS TO MAXIMIZE THE ABILITY OF DEPARTMENTS TO FOCUS ON THEIR CORE MISSIONS.

**Objective 1:** By March 31, 2003, prepare policies to govern service agreements among departments.

**Objective 2:** By June 30, 2003, prepare performance standards for select support services functions.

**Objective 3:** By June 30, 2003, determine departments' needs for improving the quality of support services and implement three to five pilots.

**Objective 4:** By June 30, 2004, evaluate results of pilot projects and adopt appropriate changes in the provision of support services countywide.

**Beaches and Harbors Objectives 1 – 4:** Support the Auditor-Controller as Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD.)

**STRATEGY 5:** BY JULY 1, 2003, REDESIGN THE PROCESS AND COMMUNICATIONS BETWEEN THE CHIEF ADMINISTRATIVE OFFICE, DEPARTMENT OF HUMAN RESOURCES AND DEPARTMENTS ON CLASSIFICATION, COMPENSATION AND COLLECTIVE BARGAINING.

**Objective 1:** By December 31, 2002, establish a joint Human Resources Executive Management Committee composed of Department of Human Resources/Classification and Chief Administrative Office/Compensation and Employee Relations senior management staff empowered to jointly and rapidly resolve high priority departmental classification, compensation and employee relations issues requiring collaboration of two or more of the responsible entities. The line department's senior representative will be included in Team deliberations.

**Objective 2:** By December 31, 2002, develop and implement a process to provide training/education for department management on the collective

bargaining process, including the basic process with time frames and responsibilities, in preparation for each negotiation cycle.

Objective 3: By December 31, 2002, establish a procedure to provide feedback to departmental management after negotiations to identify and discuss changes to Memoranda of Understanding including information regarding why certain requests were not accommodated.

Objective 4: By March 31, 2003, recommend to the Guiding Coalition a County philosophy to guide compensation and classification activities, information sharing and decisions.

Objective 5: By March 31, 2003, 1) develop and implement a process to designate and include a “lead” department in the bargaining process for common classes to represent the divergent positions and solutions of all affected departments and 2) develop a process for obtaining departmental input and synthesizing an overall “management” strategy.

Objective 6: By August 31, 2003, complete analysis of alternative classification models; develop recommendations to improve the County’s classification structure.

**Beaches and Harbors Objectives 1 – 6: Support the Child Support Services Department as Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD.)**

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**GOAL 4: FISCAL RESPONSIBILITY:**  
Strengthen the County’s fiscal capacity.

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**STRATEGY 1: BY APRIL 30, 2003, CONSIDERING THE IMPACT OF THE STATE REVENUE SHORTFALL AND THE FUNDING CRISIS IN THE DEPARTMENT OF HEALTH SERVICES (DHS), DEVELOP A PLAN TO FINANCIALLY STABILIZE THE COUNTY THAT INCLUDES STABILIZING DHS BY FISCAL YEAR 2005-06.**



Objective 1: By December 18, 2002, provide departments with evaluation criteria and methodology for assessing and prioritizing budget requests to facilitate identification and implementation of any necessary reductions.

Objective 2: By January 31, 2003, project the anticipated financial resources available to the County General Fund, DHS, and non-General Fund operating departments for the next three fiscal years and identify shortfalls that will have to be addressed to balance each year's budget.

Objective 3: By January 31, 2003, establish a select multi-disciplinary team of department executives, with requisite staff, to: maximize revenue enhancement possibilities; evaluate potential large-scale reductions in net costs to the County in the areas of non-mandated services programs; streamline administrative policies, processes or practices; identify short and long-term productivity improvement opportunities; and pursue administration and program savings from department or program consolidations, program reductions, and other efficiencies.

Objective 4: By April 30, 2003, obtain Board of Supervisors' approval for implementing savings projects identified in Objective 4.1.3, establish target dates, and provide departments with assistance to effect the savings needed.

Objective 5: By fiscal year 2005-06, fully implement the plan to financially stabilize the County, including DHS.

**Beaches and Harbors Objectives 1 – 5: Support the CAO as Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD.)**

**STRATEGY 2:** BY JANUARY 31, 2006, IMPLEMENT PLAN TO PRESERVE AND PROTECT THE COUNTY'S CRITICAL PUBLIC INFRASTRUCTURE.

Objective 1: By January 31, 2003, identify a County team and develop an approach to transfer ownership of the Court facilities to the State Administrative Office of the Courts, consistent with legislative requirements.

Objective 2: By December 31, 2004, complete an assessment of the condition of the County's improved real property to determine: 1) the nature and extent of deferred maintenance, structural, security and programmatic adequacy; and 2) status of Americans with Disabilities Act compliance.

**Beaches and Harbors Objective 2: By September 30, 2004, develop a multi-year Americans With Disabilities Act (ADA) compliance plan for all Department facilities and services. By December 31 annually thereafter, incorporate plan funding requirements in budget and grant request processes. (Lead: PD. Support: Facilities and Property Maintenance Division (FPMD).)**

Objective 3: By March 31, 2005, identify funding options to implement the improvements identified in 4.2.3.

**Beaches and Harbors Objective 3: Support the CAO as Strategy Leader and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD.)**

## **PROGRAMMATIC GOALS**

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### **GOAL 5: CHILDREN AND FAMILIES' WELL-BEING:**

Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.

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**STRATEGY 1: BY JULY 31, 2005, IMPLEMENT INTEGRATED SERVICE DELIVERY INITIATIVES TO DEMONSTRATE SUBSTANTIAL PROGRESS TOWARD ACHIEVING IMPROVED OUTCOMES FOR CHILDREN AND FAMILIES.**

**STRATEGY 2: BY JULY 31, 2003, ESTABLISH ALIGNMENT AMONG STAKEHOLDERS ON HEALTH AND HUMAN SERVICE PRIORITIES FOR IMPROVING OUTCOMES.**

STRATEGY 3: BY APRIL 30, 2006, COMPLETE IMPLEMENTATION OF A SYSTEM TO MEASURE PROGRESS TOWARDS IMPROVING THE FIVE OUTCOMES FOR CHILDREN AND FAMILIES.

**Beaches and Harbors Objective 1:** Support the Department of Public Social Services (DPSS) as Strategy Leader in pursuing all Children and Families' Well-Being Strategies and Objectives (Exhibit 1) and implement any recommendations regarding the Beaches and Harbors Department. (Lead: CMSD. Support: ASD.)

**Beaches and Harbors Objective 2:** By March 15, 2004, provide the Department's W.A.T.E.R. Program information in the program brochure and on the Department web site in Spanish. (Lead: CMSD. Support: ASD.)

**Beaches and Harbors Objective 3:** Joint venture with the Marina del Rey Convention and Visitors Bureau in the development and ongoing update of a list of adult and youth services and activities available in Marina del Rey, first released May 1, 2004, with quarterly reports to the Director. (Lead: CMSD.)

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**GOAL 6: COMMUNITY SERVICES:**

Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.

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STRATEGY 1: BY MARCH 30, 2003, CREATE A COMMUNITY SERVICES TASK FORCE COMPOSED OF THE DIRECTORS OF COUNTY DEPARTMENTS THAT PROVIDE MUNICIPAL SERVICES TO THE COUNTY'S UNINCORPORATED COMMUNITIES, THE CHIEF ADMINISTRATIVE OFFICE, COUNTY COUNSEL AND THE CHIEF INFORMATION OFFICE TO PROVIDE LEADERSHIP AND DIRECTION FOR IMPLEMENTING THE "STRATEGIC PLAN FOR MUNICIPAL SERVICES" BY JULY 31, 2004.

**STRATEGY 2:** BY OCTOBER 31, 2004, THE COMMUNITY SERVICES TASK FORCE SHALL OVERSEE THE IMPLEMENTATION OF AT LEAST TWO PILOT SERVICE DELIVERY MODELS THAT INTEGRATE COMMON FUNCTIONS PROVIDED BY TWO OR MORE COMMUNITY SERVICE DEPARTMENTS BASED ON INPUT FROM COMMUNITY RESIDENTS AND STAKEHOLDERS.

**STRATEGY 3:** BY FEBRUARY 28, 2005, IN PARTNERSHIP WITH APPROPRIATE COMMUNITY GROUPS, IMPLEMENT INTEGRATED SERVICE “CENTERS” THAT GROUP APPROPRIATE FUNCTIONAL UNITS OF SEVERAL DEPARTMENTS AT A SINGLE LOCATION WITHIN AN UNINCORPORATED COMMUNITY SO THAT THE SERVICES ARE LOCALLY ACCESSIBLE AND RESPONSIVE TO THE COMMUNITY’S NEEDS.

**Beaches and Harbors Objective 1:** Support the Community Development Commission as Strategy Leader in pursuing all Community Services Strategies and Objectives (Exhibit 1) and implement any recommendations regarding the Beaches and Harbors Department. (Lead: FPMD.)

**Beaches and Harbors Objective 2:** By May 1, 2004, create a one-stop center in Marina del Rey for County Departments of Public Works, Regional Planning, Fire and County Counsel to provide regulatory support services for Marina development and renovation projects. (Lead: PD.)

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**GOAL 7: HEALTH AND MENTAL HEALTH:**

Implement a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services across County departments.

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**STRATEGY 1:** BY JANUARY 31, 2006, COUNTY DEPARTMENTS OF HEALTH SERVICES, MENTAL HEALTH, AND OTHERS ACHIEVE SEAMLESS ELECTRONIC EXCHANGE OF SELECTED HEALTH AND HUMAN SERVICES DATA AMONG THEMSELVES AND OTHER SELECTED COUNTY PROVIDERS OF RELATED SERVICES.

STRATEGY 2: BY SEPTEMBER 30, 2005, COUNTY DEPARTMENTS OF HEALTH SERVICES, MENTAL HEALTH, AND OTHERS DEVELOP AND IMPLEMENT AN OUTCOMES MEASUREMENT SYSTEM THAT INCLUDES SPECIFIC BENCHMARKS FOR PROVIDING COST-EFFECTIVE AND QUALITY SERVICES TO COUNTY CLIENTS.

**Beaches and Harbors Objective 1: Support the Departments of Health Services and Mental Health as the Strategy Leaders in pursuing all Health and Mental Health Strategies and Objectives (Exhibit 1) and implement any recommendations regarding the Beaches and Harbors Department. (Lead: ASD.)**

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GOAL 8: PUBLIC SAETY:

Increase the safety and security of all residents in Los Angeles County through well-coordinated, comprehensive response and recovery plans for terrorist incidents.

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STRATEGY 1: BY JUNE 30, 2003, AS PART OF REVISIONS TO THE COUNTY'S OPERATIONAL AREA TERRORISM AND MANAGEMENT PLAN, TO BE PREPARED BY THE TERRORISM WORKING GROUP, IDENTIFY AND ADOPT A PLAN TO MITIGATE THE VULNERABILITY OF THE COUNTY'S BUILDINGS AND KEY INFRASTRUCTURE FACILITIES, SYSTEMS AND NETWORKS TO ALL TYPES OF TERRORIST ATTACKS.

STRATEGY 2: BY JUNE 30, 2003, IDENTIFY ESSENTIAL EQUIPMENT AND NECESSARY TRAINING FOR ALL COUNTY FIRST RESPONDERS.

STRATEGY 3: BY DECEMBER 31, 2003, UPDATE THE EXISTING LOS ANGELES COUNTY EMERGENCY MANAGEMENT SYSTEM TO ADDRESS AND RESPOND TO ALL POTENTIAL TYPES OF TERRORISM AND THEIR AFTERMATH.

**Beaches and Harbors Objective 1:** Support the Sheriff as Strategy Leader in pursuing all Public Safety Strategies and Objectives (Exhibit 1) and implement any recommendations regarding the Beaches and Harbors Department. (Lead: FPMD.)

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**GOAL 9: ENHANCEMENT AND USE OF PUBLIC FACILITIES  
(BEACHES AND HARBORS):**

Provide clean, safe, and usable recreation facilities in Marina del Rey and on County-operated beaches with reasonable amenities.

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**STRATEGY 1: IMPROVE EXISTING BEACH AND MARINA PUBLIC FACILITIES AND SERVICES.**

**Objective 1:** By May 1, 2004, eradicate asbestos and lead from and renovate/retrofit the Chace Park Sea Scout Base facility, and develop and implement an action plan for providing ADA accessibility, to allow for year-round public use of the facility, particularly as the main administrative facility for the Department's W.A.T.E.R. Program. (Lead: FPM. Support: PD and CMSD.)

**Objective 2:** By December 31, 2004, develop a plan for each Marina and beach public facility that: 1) improves appearance; 2) achieves ADA compliance; 3) corrects deferred maintenance; 4) identifies future tasks of preventive maintenance that will achieve ongoing attractiveness and usability of the facility; and 5) estimates a date and funds to replace the facility. (Lead: PD. Support: FPMD.)

**Objective 3:** In conjunction with the Department of Public Works and the Chief Administrative Office, continue efforts toward development of 3<sup>rd</sup> and 4<sup>th</sup> Districts beach capital improvement projects, including seeking non-County funding for unfunded projects, e.g., commence construction of the Venice, Will Rogers and Dockweiler general improvement projects in 2004 and obtain Coastal Commission approval of the Coastline and Dan Blocker projects by May and August 2004, respectively. (Lead: PD.)

**Objective 4:** Evaluate the water shuttle system conducted in the Marina on the weekends during the 2003 summer season and develop/implement an action plan for an expanded water shuttle system with the goal of increasing patronage in 2004 by 15% over the 13,000 users in 2003. (Lead: PD.)

**Objective 5:** By December 1, 2003, develop an annual timeline for pursuing capital projects and operating funds for public Marina and beach facilities. (Lead: PD.)

**STRATEGY 2:** DEVELOP NEW BEACH AND MARINA FACILITIES.

**Objective 1:** By June 30, 2004, develop urban design guidelines for Marina del Rey, including signage, way finding devices, landscaping, medians, and waterfront promenades, and update the Specifications and Minimum Standards of Architectural Treatment and Construction manual for Marina del Rey. (Lead: PD.)

**Objective 2:** Implement the action plan for the development of Marina del Rey “gateway” parcels to identify the boundaries of and provide a sense of place to the Marina, and incorporate plan funding requirements in annual budget and grant request processes, with monthly reports to the Director. (Lead: PD.)

**Objective 3:** Implement the action plan for expanding Chace Park with an aquatic center, with monthly reports to the Director. (Lead: PD. Support: CMSD.)

**Objective 4:** By March 31, 2004, develop and proceed to implement an action plan for constructing a youth center at Will Rogers State Beach. (Lead: PD. Support: CMSD.)

**Objective 5:** On an ongoing basis, support efforts of the County’s lead negotiator and Chief Administrative Officer to negotiate leases effecting Marina del Rey redevelopment and renovation projects. Upon Board approval of term sheets, manage completion of lease option/lease documents. Continue providing monthly status reports to the Board. (Lead: AMD.)

**Objective 6:** Toward redevelopments pursuant to Board-approved term sheets, serve as co-applicant in regulatory proceedings before the Los Angeles County Regional Planning Commission, the Los Angeles County Board of Supervisors, and the California Coastal Commission allowing for construction of these projects. Also, coordinate project facilitation meetings involving relevant County Departments (i.e., Public Works, County Counsel, Regional Planning and Fire) to assist Marina del Rey developers in obtaining regulatory permits for developments and, just prior to construction commencement, to coordinate and mitigate to the extent possible the negative impacts on the Marina of construction activity. (Lead: AMD. Support: PD.)

SW:kg (9/03)